



DEPARTMENT OF THE ARMY
UNITED STATES ARMY NORTH ATLANTIC TREATY ORGANIZATION
UNIT 21420
APO AE 09705-1420

ACDP

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: USANATO Policy Letter 3, Safety

1. References:

- a. AR 385-10, The Army Safety Program, 29 February 2000.
- b. AR 385-55, Prevention of Motor Vehicle Accidents, 12 March 1987.
- c. AE Pamphlet 385-15, Leader's Operational Accident-Prevention Guide, 18 May 2005.
- d. USAREUR Regulation 385-55, Prevention of Motor Vehicle Accidents, 26 January 2000.

2. I am the USANATO Safety Officer, and my goal is *No Loss of Life*. This includes both aviation and ground safety. We will do everything possible to meet that goal by taking care of our Soldiers, our civilian employees, our family members, and our equipment.

3. Safety is an inherent leadership function. It is every Soldier's business. We must implement appropriate measures at all levels to prevent unsafe acts and conditions that are robbing us of our most precious asset: our people. Empower first-line leaders to ensure a safe environment in their units and hold them accountable for achieving the standard.

4. Safety must be woven into everything we do: the right thing, the right way, all the time. Leaders are responsible for the actions and omissions of their Soldiers and civilian employees, both on and off duty, to an extent that is unique to our military culture. We must concern ourselves with our Soldiers' welfare and combat preparedness, including their physical and mental well-being, training, and personal and family readiness. Our philosophy must be overarching but simple—supervise, educate and reduce risk—to seek out and eliminate conditions, practices, and habits that pose a threat to the safety of our people.

5. Use the *Leader Safety Fundamentals* (encl 1) and *Where We Are At Risk—An Analysis* (encl 2) to build your written command philosophy. Be creative in driving home the need to work and play safely.

- a. *Where We Are At Risk—An Analysis* indicates that many of the accidents Soldiers are involved in occur while operating vehicles. Leaders at all levels must ensure that their Soldiers take proper precautions when operating motor vehicles, both on and off duty, and other equipment.

This letter is available at <http://www.usanato.army.mil>.

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b. Enclosure 3 provides procedures for ensuring the safety of Soldiers while on pass or leave. Commanders will follow these procedures when reviewing requests for normal and extended weekend passes.

6. Safety is every Soldier's responsibility. Soldiers must have the moral courage to step forward and speak up when an unsafe act or condition exists. Safety affects every facet of our daily lives. Through education, awareness, supervision, and responsible risk management, we can produce an environment that is safe for our Soldiers and their families.

7. Soldiers at all levels will comply with the accident reporting and investigation process to efficiently target risk areas. Leaders will also use the awards program to reinforce positive safety conduct.



DAVID D. McKIERNAN
General, USA
Commanding

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WHERE WE ARE AT RISK—AN ANALYSIS

Statistics show that Soldiers in the ranks of private through specialist and between the ages 18 to 25 have most of our accidents. Privately owned vehicle (POV) accidents account for most of our fatalities. Leaders at every echelon must know who in their areas of operation is involved in accidents, where these accidents occur, and under what circumstances.

Leaders must get in the cockpit, the crew compartment, and the hearts and minds of our Soldiers, civilians, and family members. We must take extensive measures to ensure that our training, certification, and licensing programs are effective and clearly understood. Leaders must continue to ensure that the licensing and supervision of personnel operating tactical and nontactical vehicles and driving POVs are strictly according to established standards.

The following is a summary of the causes of frequently occurring accidents:

On-Duty Vehicle Operations

- Speed: Failure of senior occupants to know and enforce speed limits.
- Mission approval and mission briefings: Failure by leaders to properly brief drivers, inadequate planning, complacency, and failure to follow established procedures.
- Seatbelt use: Failure to enforce proper use of seatbelts, and leaders not setting the example.
- Fatigue: Lack of consideration of the time of operation or extended duty.
- Indiscipline: Not following established procedures (for example, observing the speed limit, carrying out preventive maintenance checks and services, following proper dispatch procedures).
- Risk management: Failure to reduce risk when mission conditions change.

Off-Duty Vehicle Operations

- Speed: Excessive speed for conditions, traffic, weather, or experience level.
- Seatbelt use: Failure to use seatbelts (a major factor in reducing fatalities).
- Fatigue: Weekend trips at extended distances, late-night returns, and poor trip planning.
- Alcohol: Driving while under the influence.
- Improper passing: Violating the rules of the road or driving too fast for conditions.

LEADER SAFETY FUNDAMENTALS

- **ESTABLISH A COMMAND CLIMATE THAT LEVERAGES TEAMWORK, DISCIPLINE, AND OWNERSHIP OF MISSION.** Leaders can establish a command climate that emphasizes the importance of safety by fostering teamwork, discipline, and ownership of mission. This requires continual education that builds an attitude of true safety consciousness in every member of the unit.
- **RECOGNIZE THAT SELF-DISCIPLINE, KNOWING WHAT RIGHT LOOKS LIKE, AND LEADERSHIP ARE KEYS TO SUCCESS IN ALL THAT WE DO.** Inherent to leadership authority is the obligation to issue and enforce standards. We can make our Soldiers safer by training them to standard in their individual and collective tasks, ensuring they know what right looks like, and ensuring they have the self-discipline to do what is right. Demand performance to standard, and take decisive action when standards are violated.
- **SEEK BALANCE.** Combat is an extraordinarily dangerous activity in which success often involves risk. For this reason, we value leaders who are responsible risk-takers: those who properly balance risk with mission accomplishment. In combat, we constantly assess risk; when the risk is too high, we seek other means of approaching the mission. Leaders must use this philosophy in their training programs. Our goal is to train realistically and safely, and to recognize and assess risk as we do in combat.
- **EXECUTE TRAINING TO STANDARD.** Commanders and command sergeants major are responsible for approving training and executing it to standard. Adhere to the safety requirements in AE Pamphlet 385-15.
- **INTEGRATE RISK MANAGEMENT INTO ACTIVITIES.** Leaders at every level will integrate risk management into all activities, both on and off duty. High levels of residual risk must be elevated to at least the battalion or brigade level for decision, depending on the availability of the next senior commander. Extremely high levels of residual risk must be elevated for decision to the first general officer in the chain of command.
- **ENFORCE RESPONSIBLE BEHAVIOR.** Raise awareness of personal risk and insist that our people develop a sense of responsibility for their own well-being. Discourage risky off-duty behavior that could lead to injury or death. Leaders should know who is at risk in their units, understand the potential effects of rapidly changing environments, and train and educate their subordinates accordingly. Identify and eliminate hazards to Soldiers, civilians, and family members.
- **ESTABLISH EMERGENCY-CONTACT AND “RIDE-HOME” PROGRAMS.** Each unit must ensure that its Soldiers know whom to call when they are at risk. Ride-home programs should encourage Soldiers who need a ride to request one from their unit, the military police, or personnel involved in voluntary Soldiers Against Drunk Driving (SADD) programs.

VEHICLE SAFETY DURING PASS AND LEAVE PERIODS

1. Reference the HQ USANATO website at <http://www.usanato.army.mil/html/safety.html>.
2. The safety of our Soldiers both on and off duty is vital to mission accomplishment. Off-duty vehicle accidents are the primary threat to our Soldiers. To counter this threat, leaders at all echelons must give special attention to “high risk” and “extremely high risk” Soldiers, specifically during off-duty periods. When reviewing requests for normal and extended weekend passes, commanders will do the following:
 - a. Raise awareness of the “at-risk” population, geographic areas, and roadways where increased incidents occur. Include local road-safety risks as a topic for all incoming Soldiers within 30 days after they arrive. This applies regardless of whether or not the Soldier has a privately owned vehicle (POV) drivers license.
 - b. Require Soldiers, in conjunction with their first-line leaders, to complete the Safety Pledge and Driver’s Risk Awareness Questionnaire on the Safety website. This will help the commander identify those who meet the definition of “high risk and extremely high risk.” This is a one-time requirement for each Soldier unless the leadership believes that a reevaluation is appropriate.
 - c. Require Soldiers identified as “high risk” and “extremely high risk” to complete the Off-Duty Risk Assessment on the Safety Division website and give it to their commander when they are planning to use a POV, rental vehicle, or borrowed vehicle to travel outside the community in which they live. The Soldier’s chain of command must review the assessment; consider the travel distance, duration, and mode; and approve or disapprove the request based on the determined risk levels.
 - d. Use countermeasures to reduce or eliminate the risk associated with Soldier travel plans.